

Installations 2020 Strategy

Marine Corps infrastructure consists of 15 major bases and stations in the United States and Japan. The Marine Corps has a long-range vision, *Installations 2020 (I2020)*, which provides a roadmap for the future of these bases. Among the subjects that I2020 deals with are Public-Private Venture (PPV), encroachment control, sustainable infrastructure, natural resource protection, and environmental stewardship. The Marine Corps has initiated a transformational effort to improve command and control of its bases and stations by consolidating and aligning installation support into geographic regions. This initiative, known as regionalization, positions the 5th Element of the MAGTF to be a more effective and consistent provider of support to the warfighter. It strengthens lines of authority and communication while providing the ability to improve business processes across the Marine Corps Business Enterprise.

Marine Corps Installation (MCI) commands have been stood up at MCB Lejeune (MCI East), and MCB Pendleton (MCI West). Three additional regional commands at MCB Quantico (MCI National Capitol Region), MCB Hawaii (MCI MidPac) and MCB Butler (MCI WestPac) will be stood up in FY 06. Each MCI will command the bases and stations in its respective geographical area. The East, West and WestPac regions line up with the three MEFs and will provide a single point of contact for MEF commanders to address installation (5th Element) concerns.

From a business perspective, Commanders of the Marine Corps Installation



commands will have the regional installation authority to allow the Marine Corps to quickly take advantage of economies of scale, improve fixed asset utilization, improve support of ranges, centralize strategic planning of regional priorities, as well as reduce overhead. Additionally, the regional approach will clarify supported and supporting command relationships while strengthening roles and responsibilities for Anti-Terrorism/Force Protection within U.S. Northern Command.

Flexibility and agility are paramount virtues in today's rapidly evolving battlescape. New technologies like the MV-22 Osprey Tilt-Rotor aircraft or the Expeditionary Fighting Vehicle bring new capabilities to our Marines to address the changing faces and tactics our Nation's adversaries. Regionalizing our bases and stations gives the 5th Element an equally vital ability to transform to support new weapons systems and missions. *Installations 2020* lays out our installation vision for the 21st century. Regionalization provides the broad leadership and

management leverage necessary to achieve that vision while preserving scarce resources.

BASE AND STATION REGIONALIZATION

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PUBLIC-PRIVATE VENTURE

PPV is a tool that allows the Marine Corps to more quickly provide quality homes for its Marine families. Aiming to privatize 95 percent of its worldwide family housing inventory, the Marine Corps will have contracts in place to eliminate all inadequate family housing by 2007, in accordance with Strategic Planning Guidance. (Construction will be phased over four to five years to maximize the number of homes available to families). Once privatized, the day-to-day management responsibility for family housing will reside with the Corps' private partners. As a member of Limited Liability Company boards, the Department of the Navy continues to participate in key business

decisions, including those involving major investments and, in the case of default by the managing partner, changes in the managing partner. By the end of FY 2005, the Marine Corps had awarded the following PPV projects:

- MCB Camp Pendleton, CA-4,180 homes;
- MCRD San Diego, CA-five homes;
- MCB Quantico, VA-1,137 homes;
- MCAS Beaufort, SC, and MCRD Parris Island, SC-1,718 homes;
- MCAS Yuma, AZ-821 homes;
- MCB Camp Lejeune, 2,313 homes;
- MCAS New River, 433 homes;
- MCAS Cherry Point, 555 homes;
- Stewart, NY, 299 homes;
- MOBCOM Kansas City, 234 homes; and
- MCAGCC 29 Palms, 1,567 homes.

Through these projects, the Marine Corps will obtain more than \$1.4 billion in housing investments, even though the Corps contributed less than \$265 million of its own resources. In addition to this reduction in up-front investment costs, the PPV projects will resolve housing situations faster and provide better quality homes, community support facilities, and maintenance services than had been previously provided through traditional military construction, operations, and maintenance. These projects are self-sustaining, and provide for the long-term renovation and recapitalization of the Corps' privatized housing assets, thus, ensuring quality housing for the 50-year term of the projects.

ENCROACHMENT CONTROL

Monitoring, evaluating, and responding to encroachment is critical to ensuring bases and ranges are available to support mission readiness now and in the future. Encroachment is defined as any external force that causes the loss of military readiness, including the loss of use of land, air, sea, and frequency spectrum. The Sustainable Ranges initiative is a process that integrates all aspects of installation and range/training area management, and provides for the installations' long-term viability and ability to support realistic training. The Marine Corps is proactively involved with federal, state, and local government agencies, as well as non-governmental organizations, to provide "win-win" solutions to encroachment pressures that will ensure compatible land use does not degrade mission readiness.

The tools used to ensure compatible land use include:

- Range/Air Installation Compatible Use Zone studies, which prevent and mitigate public exposure to hazards associated with aircraft operations and air-to-ground weapons delivery;
- Joint Land Use Studies, which assist local communities in considering the impact of military training areas on local development;
- Land Conservation (Encroachment) Partnering, which use Marine Corps operation and maintenance funds to partner with states and non-governmental organizations in acquiring "non-training" buffer lands; and,
- Community Plans and Liaison Offices at each installation, which manage various community involvement and outreach issues,

including the growing pressures associated with encroachment.

SUSTAINABLE INFRASTRUCTURE

Buildings, utilities, runways, and other fixed infrastructure are the backbone of the Fifth Element of the Marine Air-Ground Task Force and are a national asset worth nearly \$40 billion dollars. Protecting these assets, and sustaining their value for training and housing Marines, requires a continual commitment in the form of facility maintenance and repair.

The Marine Corps is committed to programming funds to adequately maintain and improve these facilities, so they will support the missions of the operating forces. To do this, the Marine Corps developed the Facilities Sustainment Model in conjunction with the Office of the Secretary of Defense. This model uses private industry standards to estimate the maintenance and repair investments needed for our physical infrastructure to reach its full lifecycle. In addition, the Marine Corps has developed the Commanding Officer's Readiness Reporting System to measure the mission readiness of facilities that support the operating forces. With this system, the Corps can target facilities for major renovation that are the most impacting to mission accomplishment.

NATURAL AND CULTURAL RESOURCES PROTECTION

Marines train as they fight, and that training requires frequent, repeated

access to land. But, training can be destructive to land and its resources. Unless properly managed, Marine Corps lands can become damaged to the point where realistic training will be degraded. In addition, the American people have placed intrinsic values on certain natural and cultural resources. Failure to protect these resources will lead to a loss of the use of the land supporting these resources.

To ensure that frequent, repeated use of land for readiness purposes can be sustained, each installation prepares and implements an Integrated Natural Resources Management Plan (INRMP) and Integrated Cultural Resources Management Plan (ICRMP). Implementation of these plans ensures continued access to land by appropriately managing land entrusted to us by the American people.

ENVIRONMENTAL STEWARDSHIP

Our nation has crafted a strong environmental code of conduct, which is structured on a wide range of federal, state, and local laws and regulations, and

is strengthened through increased regulatory agency scrutiny and enforcement. Due to the nature of the Marine Corps mission, environmental regulations present significant challenges, but these policies recognize that national defense and environmental protection can co-exist. As the environmental stewards of our installations, the Marine Corps has engaged with regulators to make significant strides in this area. Today, Marines at all levels contribute toward this goal by performing their jobs with an increased awareness of potential environmental impacts. In addition to the INRMP and ICRMP, other efforts include Joint Land Use Studies and aggressive pollution-prevention programs.

Our hard work does not end with these initiatives. Much like encroachment, there are various impacts of environmental regulation and compliance on the Corps' ability to fully utilize its installations, which require constant vigilance and attention to ensure the Corps' operational readiness is not diminished.